# Appraisal, Review and Development Scheme

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Appraisals should take place every 12 months after an Appraisee has successfully completed their initial probationary period of employment and, wherever possible, they should be carried out in line with the UCL Annual Appraisal Season which runs from January to April of each year.

Prior to completing, both the appraiser and appraisee should visit the [Appraisal, Review and Development Scheme webpages](https://www.ucl.ac.uk/human-resources/policies-advice/appraisal-review-and-development-scheme) for further guidance and access to on-line learning resources to support this process.

The Appraisal Review form is strictly confidential and must be stored securely within the Department. It should be accessible only to the Appraiser, the Appraisee, and the Head of Department or the Head of Section where they are not the Appraiser. A copy should be given to the Appraisee, and completion of the form must be recorded in [MyHR](http://www.ucl.ac.uk/myhr) to support termly reporting.

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| **Name of Appraisee:** |  |
| **Post:** |  |
| **Department / Division:** |  |
| **Date of appointment to****present post:**  |  |
| **Name of Appraiser:** |  |
| **Date of meeting:** |  |

## Summary of Appraisal Conversation

## Review of previous goals, achievements and developmental activities since the last review. Your review should focus on *how* you have performed as much as *what* you have achieved. (Appraisee to prepare and draft this section in advance and appraisee and appraiser to finalise together):

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1. **UCL Goal Setting**

Goals setting at UCL is in [4 parts](https://www.ucl.ac.uk/human-resources/learning-development/learning-academy/developmental-conversations).

Goals should be agreed for the coming review period **(Appraisee and Appraiser to complete together)**

Goals should be reviewed regularly in 1:1 [developmental conversations](https://www.ucl.ac.uk/human-resources/sites/human-resources/files/principles_of_developmental_conversations_0.pdf). Professional services staff should align to [UCL’s Career Frameworks](https://www.ucl.ac.uk/human-resources/policies/2020/jun/career-frameworks) and the [Ways of Working](https://www.ucl.ac.uk/human-resources/policies-advice/ways-working) framework to build their development. Academic, teaching and research staff should refer to the activity and indicators of impact in the [Academic Career Framework](https://www.ucl.ac.uk/human-resources/sites/human-resources/files/academic_careers_framework.pdf) as a guide, alongside [Open Access](https://www.ucl.ac.uk/library/open-access/open-access-ucl) at UCL and [Open Science and Scholarship](https://www.ucl.ac.uk/library/research-support/ucl-office-open-science-and-scholarship).

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| **Goal 1 - Deliver** your department’s/division’s priorities. These goals will typically capture the contribution you will make this year, for example to introduce innovation and initiatives, to overcome particular barriers, to transfer your knowledge and/or upskill others. (UCL recommendation: identify three goals – [example here](https://www.ucl.ac.uk/human-resources/sites/human_resources/files/goals_examples_deliver.docx)) |
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| **Goal 2 - Discover** your potential. This goal is designed to help you build on your strengths in other areas that are relevant to your career path. How do you see your career developing? Consider goals that would support this path. Highlight any development needs that would support this goal, met through the [Learning & Development](https://www.ucl.ac.uk/human-resources/learning-and-development) training offer or other sources. (UCL recommendation: identify one goal – [example here](https://www.ucl.ac.uk/human-resources/sites/human_resources/files/goals_examples_discover.docx)) |
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| **Goal 3 - Defer/Discontinue** activities that hinder you from achieving your role’s purpose and focus. This goal provides you with the opportunity to discuss any activities that seem disconnected to your role’s purpose and the organisation’s strategy. They may also be resource intensive but low impact. (UCL recommendation: identify one goal if relevant – [example here](https://www.ucl.ac.uk/human-resources/sites/human_resources/files/goals_examples_defer.docx)) |
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| **Goal 4 - Demonstrate** how you work effectively. This goal is designed to help you consider how you work in order to be your best, how you deliver your faculty/departments strategic objectives, how you work as an individual, how you interact with others and how you see yourself as part of the wider institution. Use the [Ways of Working](https://www.ucl.ac.uk/human-resources/policies-advice/ways-working) performance indicators to identify areas where you may need to develop.(UCL recommendation: identify one goal – [example here](https://www.ucl.ac.uk/human-resources/sites/human_resources/files/goals_examples_demonstrate.docx)) |
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| **Optional** Please enter any other goals that you wish to record. |
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1. **Development/Support Needs**

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| Any actions required to enable goals to be achieved such as: support to [manage your career](https://www.ucl.ac.uk/human-resources/learning-development/career-support-opportunities/ucl-apprenticeship-programme), membership of [staff groups](https://www.ucl.ac.uk/human-resources/pay-benefits/staff-networks-and-groups), and [staff equality networks](https://www.ucl.ac.uk/human-resources/staff-equalities-networks); [reasonable adjustments](https://www.ucl.ac.uk/equality-diversity-inclusion/equality-areas-and-support/disability-equality/defining-disability-and-reasonable-adjustments) to support a disability or an underlying health condition; review of working pattern. Research staff may wish to think about introductions to wider networks/senior research staff which may offer more opportunities to develop their grant bidding and/or project participation activities. **(Appraiser to complete)** |
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1. **Mandatory Learning**

With the move to hybrid working, it is important that line managers make sure staff are fully supported in their working environment, whether this is at home on campus.

**All** staff at UCL are required to attend mandatory training courses, some of which must be refreshed each year. Please check your past training history in your [MyHR](http://www.ucl.ac.uk/myhr) Learning record. You may also have mandatory training that is specific to your role (e.g. Safety and Fire in labs)

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| Are you up to date with your [Mandatory Learning](https://www.ucl.ac.uk/human-resources/learning-development/mandatory-learning)?  | **Yes/No** |

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| Staff should undertake a [Display Screen Equipment](https://www.ucl.ac.uk/safety-services/policies/2021/mar/display-screen-equipment-dse-assessment) assessment every 3 years. This is to ensure you have access to the right support and equipment to enable you to carry out your work.

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| Have you completed a (DSE) assessment within the last 3 years? | **Yes/No** |

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As a result of your DSE assessment have you discussed any specific support needs with your line manager?

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| **Yes/No** (or provide comments for discussion with your appraiser) |
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1. **UCL Citizenship activity**

Please record any additional activities that you are currently involved in, especially those that support the [UCL Equity and Inclusion Plan 2020-21](https://www.ucl.ac.uk/equality-diversity-inclusion/equalityucl/new-ucl-plan-launched-ensure-momentum-equity-and-inclusion/equity-and-inclusion-plan), e.g. committee work, Communities of Practice, working groups, research staff networks, fundraising and philanthropy work. Academic staff should also record any [Open Science](https://www.ucl.ac.uk/library/research-support/ucl-office-open-science-and-scholarship) practices.

Your line manager may wish to discuss your activity both to ensure that this work aligns with the expectations and priorities of your team/area of work, but also to ensure that any support needs can be fully discussed. Your conversation may cover [Coaching or Mentoring](https://www.ucl.ac.uk/human-resources/learning-development/coaching-mentoring-and-team-development) support, [Career support opportunities](https://www.ucl.ac.uk/human-resources/learning-development/career-support-opportunities/study-assistance-scheme), or a [Request For Accelerated Incremental Progression Or Award Of Contribution Point](https://www.ucl.ac.uk/human-resources/request-accelerated-incremental-progression-or-award-contribution-point). Academic, teaching and research staff should refer to the activity and indicators of impact in the  [Academic Career Framework](https://www.ucl.ac.uk/human-resources/sites/human-resources/files/academic_careers_framework.pdf) and the Academic promotions.

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| **Details of Citizenship Activity** | **Date/s** |
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1. **Your current role**

Is your job description up to date? If not, please bring it to the meeting to discuss. Please speak to your line manager (or HRBP) if you do not have a copy.

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| **Yes/No** (or provide comments for discussion with your appraiser) |
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1. **Career and Development Planning**

You can record any development plans discussed in your appraisal, in a personal development plan. This is your plan to develop and maintain during your career at UCL. Details of any subsequent career conversations with your line manager, throughout the year, can also be recorded here.

As a follow on from the appraisal conversation, your line manager may feel that a Career Conversation would be appropriate as part of your continuing personal and professional development. These conversations should ensure that managers are able to fully understand your aspirations, and what development you may need to sustain or enhance your performance to set you up for success.

Please answer the following questions: **(By appraiser)**:

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| Did you conduct a career conversation with the appraisee? | **Yes/No** |

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| Did you conduct a career conversation **and** start to complete a development plan?  | **Yes/No** |

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| Any additional comments **(By appraisee and/or appraiser)**: |
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**Staff Development Plan**

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| **Name of Appraisee** | **Post** | **Department / Division** | **Name of Appraiser** | **Date** |
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| **Goal/Career Aspiration** |
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| **Development Area** | **Timeframe** | **Development Activity** | **Development Practice** | **Learning Outcomes** |
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**Guidance on completing your development plan.**

A development plan can be completed by staff at any grade but it is most useful to those who have a clear plan of where they wish to take their career in the future. It enables you to set out the areas in which you wish to develop, against a specific timeframe, how you want to get there, and what you need to see in order to measure your success.

You should complete your development plan as part of your annual appraisal with your line manager, as this is the time when you will have dedicated time to engage in a developmental conversation about your performance, your goals for the next 12 months, and your career aspirations.

1. **Career goals/aspirations**

Following your meeting with your Appraiser, you should complete this section with details of your future career goals/aspirations. Provide as much relevant detail as possible, as this will help you identify specific areas for development in the next section. If you need to go through several stages in order to achieve your goals/aspirations, you can describe this is in full, but you should focus on any activities that you need to undertake over the next 12 months.

1. **Setting out the details of your development plan**

Using the grid, break down your planned activities over the next 12 months, under the individual headings. The following examples have been provided to illustrate how you might complete the form.

**Development Area**

* Currently a specialist but would like to move into a project management role.
* Develop my strategic thinking, planning and action.
* Need to improve my leadership and time-management skills.

**Timeframe**

* In one month: ask to lead the team for a small project.
* In two months: secure a mentor.
* In three months: enrol in project management courses.
* In one year: ask for project management promotion.

**Development Activities**

* Find a management mentor.
* Accept increased responsibilities in my current job.
* Complete a project management seminar.
* Attend a leadership programme to obtain knowledge in time management.
* Learn specific coaching techniques.

**Development Practice**

* Provide mentoring support to junior members of the team.
* Lead a larger project within the team or collaborate on a cross-departmental project with other colleagues.
* Share my newly acquired project management skills within the team.
* Use my coaching skills in staff 1:1s and appraisal meetings.

We do not require an electronic signature on this document. By adding your name this signifies your sign off.

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| **Name of Appraisee:** |  |
| **Name of Appraiser:** |  |
| **Name of Head of Department:** |  |
| **Date of sign off:** |  |

**Record of follow up review session**

It is strongly recommended that the appraisal document is reviewed at least 3-4 months after the initial appraisal meeting as this provides an opportunity to discuss progress, assess any additional support needs, or adjust goals in line with any changes in work.

**Summary notes of review**

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| **Name of Appraisee:** |  |
| **Name of Appraiser:** |  |
| **Date of sign off:** |  |

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| In the event of a disagreement between the Appraiser and Appraisee regarding the content of the completed appraisal form, please complete the following form:[Request to review Appraisal process](https://www.ucl.ac.uk/human-resources/sites/human_resources/files/request_to_review_appraisal_process.docx) |